

Intelligence 15 (L)  
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MEMORANDUM FOR: The Director, Defense Intelligence Agency

SUBJECT: Upgrading of Positions in Directorate of Estimates, DIA

1. I wish to add the strongest possible endorsement to the proposal that the three Special Assistants for Defense, National, and International Estimates in the DIA Directorate for Estimates (DIA-DE) be upgraded to GS-16 level. These are perhaps the most important substantive intelligence positions in Defense Intelligence. They are filled by three of the most experienced, knowledgeable, and professionally skilled civilian intelligence officers in the entire community.

2. I was the Deputy Director for Estimates in DIA at the time the positions were established and personally selected two of the incumbents and am well acquainted with the third. The positions were established primarily to improve the excellence and the impact of intelligence estimates produced by DIA. They have succeeded beyond even the most generous expectations. Their contribution to the soundness, timeliness, and quality of all Defense, National, and International estimates production was immediate and of the very highest order.


3. The three Special Assistants also serve collectively as the hard core of the Board of Estimates which reviews and coordinates all intelligence estimates produced by the Department of Defense. One or another of the three Special Assistants always serves as "Chairman" of the Board. They meet with senior representatives of other DIA Directorates, the Service Intelligence agencies, and occasionally other USIB agencies in testing and seeking accommodation of their respective views.

4. The effective performance of these functions places a high premium on the intellectual flexibility, judgment, communication skills, and emotional maturity of the individuals concerned. The three DIA-DE Special Assistants were selected because of their unique

possession of these qualities, as well as for their exceptional experience and knowledgeability in substantive intelligence. Their achievements have consistently justified that selection. Nonetheless, their present grades (GS-15) are the same as those of "journeyman" estimators in DIA and do not represent the far higher contribution they are making to the Defense Intelligence effort. Similarly skilled intelligence officers performing similar functions are not to be found elsewhere in the Washington community below the grade of GS-16.

5. Upgrading these billets to GS-16 would have important ramifications, beyond recognition of the critical importance of their difficult duties. They meet often with senior representatives of other government agencies and departments and of foreign governments; the interests of the Defense Department would be better served if they held ranks more nearly commensurate with those of the officials with whom they deal. Career opportunities in DIA have long been at a disadvantage in terms of attainable civilian grades in comparison to other agencies--particularly in the purely substantive production area. Upgrading the DIA-DE billets would provide a boost in morale for all production-oriented civilians in DIA. It would give them something to shoot at and a visible opportunity to pursue higher grades without having to move into management or to transfer to other agencies. These are too-frequent causes of the loss of high-caliber professional expertise in DIA.

5. The President has called for upgrading the quality and the grade structure of substantive intelligence personnel. This call has a very special application to DIA, and the raising of these three positions would go far in meeting it. The functions performed are easily of sufficient importance to merit upgrading. The caliber, responsibility, and performance of duty of the incumbents surpass those of persons of equal grade in DIA and of higher grades in other agencies. The DIA, Defense Intelligence, and the intelligence community as a whole would benefit directly from the prompt establishment of the three DIA-DE positions at the GS-16 level.

  
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